



**Dear relation of the PMC,**

Please find below the latest newsletter of the People Management Center, within the department Human Resource Studies.

In this newsletter:

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## Announcements

### Recap: dates PMC roundtables 2022

As a reminder, once again the dates for our 2022 roundtables. Please keep these dates in mind!

26th September 2022 (TIAS Tilburg)	Digital Leadership	dr. Robin Bauwens
28th November 2022 (Online)	Travelling the loop	em. prof. dr. Jaap Paauwe

### Agenda:

#### PhD defense: Tina Peeters, Tilburg University, June 28 2022

On the 28<sup>th</sup> of June, Tina Peeters will defend her dissertation, titled 'Using people analytics effectively for improving wellbeing and performance', in Tilburg. Her supervisors are dr. Karina van de Voorde and em. prof. Dr. Jaap Paauwe.

If you want to know more about this dissertation, please send an e-mail to: [tina.peeters@hotmail.com](mailto:tina.peeters@hotmail.com).

#### Inaugural Address: Prof. dr. Charissa Freese & Prof. dr. Irmgard Borghouts, September 16 2022

On September 16, the inaugural address of Prof. dr. Irmgard Borghouts and Prof. dr. Charissa Freese on their chair HRM and Social Security (as funded by the GAK Institute) will take place.

If you would like to know more about this inaugural address, please send an email to: [c.freese@tilburguniversity.edu](mailto:c.freese@tilburguniversity.edu) or [i.borghouts@tilburguniversity.edu](mailto:i.borghouts@tilburguniversity.edu).

#### PhD Defense: Merel Feenstra, Tilburg University, September 30 2022

On September 30, Merel Feenstra will defend her dissertation, titled 'Locked at the job'. Her supervisors are Prof. dr. Dorien Kooij and Prof. dr. Charissa Freese.

If you want to know more about this dissertation, please send an e-mail to: [m.t.feenstra-verschure@tilburguniversity.edu](mailto:m.t.feenstra-verschure@tilburguniversity.edu).

## News from our department

### **Prof. dr. Rob Poell receives 'Outstanding HRD Scholar award'**

We are proud of our colleague Prof. dr. Rob Poell, who received the 2021 international award from the Academy of Human Resource Development. Some of the criteria that are taken into account for receiving such an award are:

- continuous and substantial contribution to research within the HRD research field
- substantial contribution to the promotion of research in the HRD field
- significant contributions to the development of new knowledge in HRD, underlined by citations of published work

For more information, view the corresponding LinkedIn post of Rob Poell.

### **LinkedIn**

Or, you can visit the Academy of Human Resource Development page via the following link:

### **AHRD.**

### **'Why we always talk about money, but almost never about our salary?'**

'You can't do it right.' – says our colleague dr. Renee de Reuver in a Trouw interview about rewards and the psychology behind this mechanism, with the main conclusion that it is always uncomfortable if you earn more than a colleague and vice versa.

This article explains, among other things, why it is so difficult to talk about rewards, which groups do talk about it and the legislation that comes with it.

You can read the full article via the following link:

### **Waarom we altijd over geld praten maar bijna nooit over ons salaris (trouw.nl)**

### **Prof. Irmgard Borghouts appointed to Supervisory Board at Elisabeth-TweeSteden Hospital**

Our colleague prof. dr. **Irmgard Borghouts** will be using her expertise on labour market shortages, originating from her chair on inclusive labour markets, as a member of the supervisory board at the Elisabeth-Tweesteden Ziekenhuis.

Starting from June 1 2022, she will be working on strengthening the ETZ as an attractive employer in this tight labour market. High on the priority list are both delivering the best health care and taking care of the personal- and professional development of employees.

Nowadays, the tightness of the labour market is a challenge that a lot of organisations in different sectors are facing nowadays. This might be worth learning from each other in different sectors.

If you want to know more about the expertise and work areas of our colleague prof. dr. **Borghouts**, feel free to click on the hyperlinks below.

### **LinkedIn**

### **ETZ**

## **Prof. dr. Charissa Freese participated in Werf & Live event with a Keynote on labor shortages and HRM**

On May 19, Prof. Charissa Freese presented a keynote on labor market shortages. In the end, quite a large group of HR managers with 250 presenters participated in this event.

[LinkedIn](#)

## **Newly published papers**

### **Framework for shaping hybrid working methods; Freedom within a framework**

What things do HR professionals face when it comes to implementing hybrid working? And what should they consider? This is described in the figure below.

What started as a lecture for alumni of the Master HR Studies in Tilburg (via alumni association OUTPUT), led through a series of follow-up conversations to a detailed conceptual framework by Marco van Gelder, Daphne van der Kruijssen, Amber Kersten and prof. dr. Marc van Veldhoven.

To download the full paper (in Dutch and in English), please click [here](#).

View Marc van Veldhoven's post on [LinkedIn](#).

### **Article on the value of VR in training soft skills together with dr. Jolanda Botke**

Will VR training courses replace costly and time consuming role-playing games? Will they actually make a contribution to applying learned skills in practice? A first impulse to answering this question is given by a collaboration of different parties. This, starting from the master thesis of Bob Tourné, one of our students Human Resource Studies.

In this research there are 3 scenario's created, in which a test panel have exercised new conversational skills, related to recognizing and dealing with lowliterates. To realise actual transferring of the learned in practice, self-confidence is needed: you need to believe, as a professional, your abilities to have this conversation and the skills needed. Repetition is needed for this.

The benefits of VR are, repetition is easily possible to gain the needed confidence and to create a 'safe' environment: practitioners can practice, without others watching them. Beside that, the same situation can be repeated endlessly, without extra costs.

First results show that task-oriented self-confidence increased, but this was not significantly confirmed by the regression analysis, possibly caused by small test groups.

Want to retrieve the full article or know more on this topic? Feel free to mail dr. Jolanda Botke: [j.a.botke@tilburguniversity.edu](mailto:j.a.botke@tilburguniversity.edu).

The article is published in tijdschrift Opleiding en Ontwikkeling (a magazine on training and development) nr. 1, 2022.

### **Participate in research on Agile working?**

PhD candidate Rubin Steegh is currently conducting PhD research on agile working in teams. This provides your organization with the opportunity to participate in this research, especially when teams have been working in an agile way for quite some time. In this way, it is possible to improve your understanding of the relationship between agile working and adaptive team performance. In general, participation in the survey is free of charge, and it even provides for an insightful dashboard with the results in case of a sufficient number of teams participating in the survey.

If you want to know more about this research, you can contact Rubin Steegh via the following mail address: [R.j.a.steegh@tilburguniversity.edu](mailto:R.j.a.steegh@tilburguniversity.edu).

**Curious? Then follow us on LinkedIn.**

Kind regards,

The board of the People Management Center,

Charissa Freese, Jaap Paauwe, Wilbert Buiters, Fleur Herben, and Iris Flipsen

